

ANALYSIS OF THE HEALTH OF THE PUBLIC ORGANIZATION DEPARTMENT OF INVESTMENT AND INTEGRATED ONE-STOP SERVICES OF BULELENG REGENCY

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Article History

Received: 13 July 2024

Accepted: 5 August 2024

Published: 21 August 2024

Abstract

The research focuses on analyzing the health of the public organization at the Investment and Integrated One-Stop Service Office (DPMPTSP) of Buleleng Regency. It emphasizes the significance of organizational health in accomplishing development objectives and ensuring high-quality public services. The purpose of this research is to assess the public organizational health of DPMPTSP in Buleleng Regency, identify factors that hinder organizational health, and evaluate strategies to enhance organizational health. Research methodology This research uses descriptive analysis with a qualitative approach. Data collection methods include observation, interviews, documentation studies, and online searches. Results indicate that DPMPTSP encounters challenges related to productivity, adaptation, employee motivation, coordination, leadership, and organizational culture. These aspects are found to be suboptimal and require attention for improvement. The limitations of this research may include potential biases in data collection, limited generalizability of findings beyond the context of PMPTSP in Buleleng Regency, and constraints associated with the qualitative research approach. This research contributes to the understanding of organizational health in the context of public organizations, specifically focusing on DPMPTSP in Buleleng Regency. It identifies key challenges and provides recommendations for improving organizational health, which can ultimately enhance public services and contribute to economic growth and community welfare.

Keywords: Public, Organization, Health

A. INTRODUCTION

Human resources (HR) that work collaboratively and create a comfortable work environment can form a solid team with a strong work ethic. This leads to employee attitudes and behaviors that align with the organization's vision and mission, supporting the achievement of established goals. Hersey and Blanchard (2000) explain that an organization's success in reaching its objectives relies heavily on the support of all parties within the organization. Therefore, it is crucial to foster a supportive environment where leaders and employees work together to effectively guide the organization's goals, turning them into shared objectives.

A healthy organization is key to achieving optimal performance and sustainability. The National Institute for Occupational Safety and Health (NIOSH) defines a healthy organization as one that has a culture, climate, and work practices that promote employee

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412-9736

E-ISSN: 2828-545X

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health, safety, and organizational effectiveness. In a healthy organization, employees feel valued (Lewis, 2004). Public sector organizational health is vital for effective and accountable governance. According to Maarif (2010), a healthy public organization can perform its functions well, deliver quality services, and be free from corruption. Kiemas (2012) emphasizes that the health of public organizations is crucial for realizing good and clean governance, while Idris (2014) asserts that public sector health is essential for achieving national development goals. Healthy public organizations improve service quality, accountability, transparency, public trust, and resource management efficiency. They also create a conducive work environment that enhances employee motivation and productivity.

A healthy organization is characterized by openness and humility at all levels, along with continuous efforts to foster collaboration and comprehensive thinking. Organizational members actively engage in designing ideas and best practices, integrating top talents into collaborative teams to strengthen the organization (Lewis, 2004).

In the context of governance, public sector organizational health plays a crucial role. Strong and sustainable public organizational health forms the foundation for high-quality public service delivery to the community. A healthy government organization demonstrates high efficiency, transparency, and accountability in carrying out its duties. In addition to internal structures and processes, public organizational health also involves ethical values, an inclusive work culture, and a commitment to providing fair and equitable services. Therefore, maintaining and improving public sector organizational health is a strategic step that directly impacts the quality and accessibility of public services, which are the rights of citizens. The government has implemented various initiatives, including bureaucratic reforms, to create a clean, effective, efficient, and accountable bureaucracy. (Kusnadi, Hidayah, Pramono, & Sutopo, 2024)

One effective way to enhance public sector organizational health is through the issuance of relevant regulations. These regulations focus on key aspects such as public service, governance, and ethics and conduct of state officials. Some key regulations include Law Number 25 of 2009 on Public Service, Law No. 5 of 2014 on State Civil Apparatus (BerAKHLAK), Minister of State Apparatus Empowerment Decree Number 63 of 2003 on Public Service, and Minister of State Apparatus Empowerment Decree Number 25/M.PAN/2/2004 on General Guidelines for the Preparation of Community Satisfaction Index for Government Service Units. These regulations are designed to strengthen public sector organizational health, which in turn will enhance public service performance and bolster public trust and satisfaction with government institutions. (Kohnen, 2007)

Law Number 25 of 2009 establishes fundamental principles for public services that government institutions must implement, such as transparency, speed, accuracy, fairness, and courtesy. Effectively applying these principles can improve public sector organizational health by enhancing public trust and satisfaction. Law No. 5 of 2014 emphasizes the importance of ethics and morality in civil servants' actions, with the "AKHLAK" principles encompassing Integrity, Competence, Fairness, Loyalty, Adaptability, and Consistency. Adopting these principles can strengthen an organizational culture of integrity, supporting public sector organizational health.

The Minister of State Apparatus Empowerment Decree Number 63 of 2003 sets public service standards that must be followed, ensuring that applying these standards enhances the quality and consistency of public services. Meanwhile, the Minister of State Apparatus Empowerment Decree Number 25/M.PAN/2/2004 provides guidelines for measuring public

satisfaction with government services, enabling government agencies to evaluate and improve their performance.

These regulations are directly linked to public sector organizational health as they establish the frameworks and principles required to enhance effectiveness, efficiency, and public trust. In assessing public sector organizational health, various methods and theories can be utilized, such as the Organization Culture Health Index (OCHI), the Altman Z-Score Method, and the Balanced Scorecard or Key Performance Indicators (KPIs). Research by Syarifuddin (2022) identifies OCHI as a tool for measuring organizational cultural health through a questionnaire covering dimensions like leadership, strategy, structure, people, rewards, and communication and collaboration. Meanwhile, Hasan (2014) explains that the Altman Z-Score Method is a financial analysis approach using financial ratios to assess a company's financial health and bankruptcy probability, developed by Edward Altman in 1968.

One method for measuring organizational performance is the Balanced Scorecard. According to Mulyadi (2012), the Balanced Scorecard is a performance management system that integrates financial and non-financial indicators to assess organizational performance. This method includes four main perspectives: Financial Perspective, Customer Perspective, Internal Process Perspective, and Learning and Growth Perspective. In the current descriptive study, the most appropriate approach is using the Organizational Health Model theory developed by Hoy and Miskel (2013). This model identifies six key indicators for assessing organizational health: productivity, adaptability, employee motivation, coordination, leadership, and organizational culture. By using this model, the study can provide a more focused and in-depth analysis of critical aspects of public sector organizational health.

The Investment and Integrated One-Stop Service Office (DPMPTSP) is a government agency with a crucial role in public services, particularly in licensing and non-licensing matters. The quality and satisfaction of DPMPTSP services are vital in supporting economic development and community welfare. The organizational health of DPMPTSP Buleleng Regency becomes increasingly important given changes in the external environment, such as economics, technology, and regulations. Globalization and advances in information technology impact how organizations operate and interact. Therefore, DPMPTSP must adapt and enhance its competitiveness to meet the increasingly complex needs of society and business actors.

On the other hand, the potential for investment and opportunities for local economic development in Buleleng Regency require an efficient and responsive service system that meets various needs. The organizational health of DPMPTSP is a key factor in assessing how well this agency can optimally carry out its duties and functions, ensuring that the licensing and one-stop service process runs effectively while positively impacting economic growth and community welfare. In this context, analyzing the organizational health of DPMPTSP Buleleng Regency is crucial as an evaluation tool to identify the strengths, weaknesses, opportunities, and threats faced by the institution. With a deep understanding of the organizational conditions, improvement and development measures can be taken to enhance service quality, improve regional competitiveness, and ensure that DPMPTSP Buleleng Regency can optimally support economic growth and investment in the region.

As a public organization, DPMPTSP Buleleng Regency faces challenges in maintaining its organizational health, particularly regarding suboptimal services. Major issues include slow licensing processes, a lack of coordination within the one-stop service system, and

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various other issues affecting efficiency and public satisfaction. There is a disparity where employees who cannot adapt tend to be less productive, while competent employees are burdened with additional work to meet performance targets. Additionally, performance evaluations and supervision are rarely conducted comprehensively, often focusing only on overall organizational achievements without considering individual employee performance, leading to unresolved issues.

DPMPTSP Buleleng Regency also faces challenges in terms of inter-unit coordination. This lack of coordination can be due to unclear tasks, ineffective communication, or insufficient collaboration between units. Employees often work individually, and some struggle to adapt to new technologies, resulting in poor task distribution. As a result, supervisors are often forced to assign tasks to less competent employees, causing more competent employees to bear additional burdens.

Another challenge is difficulty adapting to changes in the environment. DPMPTSP struggles to adapt to regulatory changes or public demands due to a lack of flexibility and innovation. Additionally, low employee motivation and well-being are also issues, as indicated by declining attendance from 2020 to 2023. This reflects a lack of motivation among employees to work and contribute to the organization's progress.

By analyzing these issues, research on the organizational health of the public sector at DPMPTSP Buleleng Regency will provide deep insights into the institution's condition and serve as a basis for developing policies, strategies, and improvement measures needed to enhance the organization's health and performance. Although DPMPTSP Buleleng Regency has made various efforts to improve the quality of public services, an organizational health analysis is still necessary to comprehensively understand the agency's condition and performance. This analysis can serve as a foundation for formulating strategies and policies to enhance DPMPTSP's performance. Based on this background, the analysis of the organizational health of the Public Sector at the Investment and One-Stop Service Office of Buleleng Regency is highly needed.

B. LITERATURE REVIEW

According to Zulkarnain (2008), the health of a public organization refers to its ability to optimally perform its duties and functions, achieve its set goals, and adapt to environmental changes. Siagian (2012) also emphasizes that the health of a public organization is reflected in its ability to function well, achieve its objectives, and maintain high morale. Similarly, Supriyono (2014) states that the health of a public organization is defined by its ability to achieve its goals, maintain good relationships with stakeholders, and adapt to environmental changes.

Arifin (2016) adds that the health of a public organization is characterized by its ability to reach its goals, sustain a positive culture, and adapt to change. In line with this, Maarif (2018) highlights that the health of a public organization also includes its ability to achieve objectives, uphold accountability and transparency, and adapt to environmental changes.

Based on these definitions, the health of a public organization according to Indonesian experts can be summarized as an organization's ability to:

- 1) Achieve its goals
- 2) Maintain a positive organizational culture
- 3) Adapt to environmental changes
- 4) Maintain good relationships with stakeholders

5) Ensure accountability and transparency

Hoy and Miskel (2013) developed an Organizational Health Model that identifies six key indicators of organizational health:

- 1) Productivity: How efficiently and effectively the organization achieves its goals. Productivity measures how well an organization can produce output or services using available resources. A healthy public organization is characterized by high productivity, as evidenced by operational efficiency, quality work output, and goal achievement using optimal resources.
- 2) Adaptation: How well the organization adapts to environmental changes. Adaptation refers to the organization's ability to adjust to changes in the environment, policies, or public demands. A healthy organization can respond quickly and effectively to changes, demonstrating strong adaptability in facing external dynamics.
- 3) Employee Motivation: The level of motivation and job satisfaction among employees. Employee motivation reflects the enthusiasm and commitment of organizational members toward shared goals and vision. A healthy organization is marked by high employee motivation, as seen in high performance, job satisfaction, and strong employee retention.
- 4) Coordination: How well different departments and units within the organization collaborate. Coordination assesses how effectively various units or sections within the organization work together to achieve common goals. A healthy organization has strong coordination systems, ensuring effective collaboration and reducing potential conflicts or obstacles.
- 5) Leadership: The effectiveness of leaders in guiding and motivating employees. Leadership encompasses the ability of leaders to guide, motivate, and direct organizational members toward goal achievement. A healthy organization is characterized by effective leadership, measured by clear vision, sound decision-making, and the ability to build and maintain positive relationships among members.
- 6) Organizational Culture: The positivity and supportiveness of the organizational culture. Organizational culture includes the values, norms, and behaviors that shape the actions of organizational members. A healthy organization fosters a culture that supports innovation, collaboration, and integrity. This culture creates a positive work environment that promotes individual and organizational growth.

By monitoring and managing these indicators, public organizations can build strong organizational health, leading to positive impacts on performance, sustainability, and the services provided to the public. Clark and Fairman (2003) mention that there are ten characteristics of a healthy organization:

- 1) Good focus on primary goals: The goals must be realistic and consistent with environmental demands.
- 2) Effective communication: The organization should establish effective communication among its members, free from barriers, to build better performance.
- 3) Optimal power equalization: Authority and influence should be distributed evenly among all members so that everyone can effectively influence and motivate each other to improve.
- 4) Resource utilization: Every personnel or organizational resource should be used effectively by balancing and aligning individual needs with organizational needs.

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- 5) Cohesiveness: There is a shared awareness among members, with the principle that the organization always belongs to them, allowing collective influence and action for the organization's progress.
- 6) Morale: The organization consistently provides comfort and well-being to its members, fostering a sense of belonging to the organization.
- 7) Innovativeness: The organization always seeks change by finding new procedures and moving toward better goals.
- 8) Autonomy: The organization remains independent in every policy and decision, maintaining independence from external influences.
- 9) Adaptation: The organization can develop policies that have practical value and generate changes that can serve as corrective measures for itself and its environment, allowing it to grow and develop in a better direction.
- 10) Problem-solving adequacy: The organization should be able to independently find the right solutions to various issues it faces effectively and efficiently.

Therefore, a healthy organization is one where employees focus on primary goals, establish effective communication, have optimal power equalization, efficiently utilize resources, maintain cohesiveness and morale, innovate, possess autonomy, and adapt well to change.

C. RESEARCH METHODOLOGY

This research employs a qualitative research method. According to Sugiyono (2018), qualitative research is based on post-positivist philosophy, which is used to study natural objects (unlike experiments). In this method, the researcher functions as the main instrument, data collection is carried out through triangulation (combining various methods), data analysis is inductive or qualitative, and the results emphasize meaning over generalization.

Postpositivist philosophy, also known as the interpretive and constructivist paradigm, views social reality as something holistic, complex, dynamic, and full of meaning. Qualitative research is conducted on natural objects that develop without manipulation from the researcher, so the researcher's presence does not influence the dynamics of the object. In qualitative research, the researcher serves as the primary instrument and must have deep theoretical knowledge to ask questions, analyze, and understand the social situations being studied.

The data collection technique in qualitative research uses triangulation, which combines various data collection methods to gain a deeper understanding. Data analysis is inductive, starting from field facts that are then developed into hypotheses or theories. According to Burhan Bungin (2015), the qualitative method aims to obtain in-depth and meaningful data, capturing the values behind the apparent data. Qualitative research does not focus on generalization but on the meaning of the data, while descriptive techniques are used to collect actual data and provide systematic, factual, and accurate descriptions of the facts, characteristics, and relationships among the phenomena studied.

In research, two types of data are used: quantitative and qualitative, while data sources include primary and secondary data. The technique for determining informants in this research uses purposive sampling. Sugiyono (2018) defines purposive sampling as a technique for selecting samples based on specific criteria as a consideration. He also adds that purposive sampling is more commonly used in qualitative research to obtain more specific

data without generalizing the population, considering that not all populations meet the criteria set by the research objectives.

The selection of informants as data sources in this study is based on the principle that they understand the problem, have the data, and are willing to provide complete and accurate information. The informants acting as data and information sources must meet specific criteria. The informants in this study consist of two types: main informants and supporting informants. The data collection techniques used in this research include observation, interviews, document studies, and online data searching. The data analysis technique employed in this research is descriptive analysis. According to Sugiyono (2018), "Descriptive analysis is used to describe or analyze an event where the data obtained is in the form of sentences, words, or images. The data is then reduced by summarizing and drawing conclusions based on the research findings, where the data is obtained from actual facts without alteration."

D. RESULTS AND DISCUSSIONS

Analysis of Public Organization Health at the Investment and One-Stop Integrated Service Agency of Buleleng Regency

Productivity

Productivity is a key factor in assessing the health of public organizations, such as the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency. Productivity reflects how effectively the organization utilizes its resources to achieve optimal outcomes. In the context of DPMPTSP, productivity is directly linked to the efficiency and effectiveness of tasks, impacting the agency's responsiveness to community needs and enhancing local competitiveness. Analyzing productivity helps assess the organization's capability to achieve strategic goals and identify improvement measures to boost performance.

Research indicates that DPMPTSP Buleleng faces challenges in productivity, such as issues in inter-unit coordination, employee motivation, and adaptation to change. However, there are opportunities for improvement through enhanced efficiency, staff empowerment, and better access to information. With collective efforts, DPMPTSP's performance can be improved. The study also reveals that DPMPTSP's productivity remains suboptimal, influenced by inefficiencies in the licensing process, lack of coordination, low motivation, and inadequate performance monitoring. Concrete steps from management and employees are needed to improve productivity, which in turn will enhance the agency's efficiency and service quality to the community.

Adaptation

Adaptation is a crucial aspect in assessing the health of public organizations, particularly in the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency. Public organizations must be able to operate amidst continuous changes, such as shifts in regulations, policies, technology, and societal demands. The ability to adapt to these changes is vital for the organization to remain relevant and effective. Good adaptation indicates that the organization possesses flexibility and resilience in facing challenges and leveraging available opportunities. An analysis of adaptation levels provides insight into DPMPTSP Buleleng's ability to respond to changes effectively.

Research findings show that while there is awareness of the importance of adapting to new technology and regulations, implementation still faces various obstacles. Respondents

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reported difficulties in understanding and applying new technologies and regulatory changes, which impact service efficiency and effectiveness. The organizational health of DPMPTSP in terms of adaptation still requires improvement, particularly in operational flexibility, innovation, inter-unit coordination, and performance monitoring. Concrete efforts from management and employees are needed to enhance adaptation, which is expected to improve the effectiveness and quality of services provided to the community.

Employee Motivation

Employee work motivation is a crucial factor in analyzing the health of public organizations, especially at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency. Motivation not only impacts individual performance but also affects the overall productivity and effectiveness of the organization. In public service, employee motivation influences the quality and speed of service delivery. Motivated employees are more engaged, responsible, and innovative. Therefore, understanding employee motivation helps DPMPTSP design effective strategies to enhance work enthusiasm and staff well-being.

Research indicates that work motivation at DPMPTSP Buleleng Regency is still low. Factors such as inadequate training, lack of recognition, limited opportunities for growth, and performance evaluation issues negatively affect motivation. Major problems include a lack of awareness about advancing the organization, poor orientation towards change, low attendance, minimal initiative, and low job satisfaction. Concrete actions from management and staff are needed to boost motivation, which, in turn, will improve performance and service delivery to the public.

Coordination

Coordination is a crucial aspect in assessing the health of public organizations, such as the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency. The success of an organization in delivering public services largely depends on its ability to align various activities and functions to operate harmoniously and support each other. Effective coordination reflects integration and orderliness in task execution and creates an efficient work environment among organizational units. Analyzing coordination helps evaluate the extent to which different sections of DPMPTSP work synergistically and whether communication and information exchange are smooth. Coordination also plays a significant role in maintaining consistency in policies and service standards. Research on coordination provides insights into operational efficiency and the reliability of internal processes.

Research indicates that communication and collaboration among staff at DPMPTSP Buleleng Regency still face various challenges. Issues in inter-unit coordination and unclear task assignments affect work efficiency and the quality of public service. To improve performance and service, there needs to be an enhancement in communication and collaboration. Improving coordination at DPMPTSP Buleleng Regency is essential, focusing on addressing task ambiguity, improving ineffective communication, and enhancing inter-unit cooperation. Concrete actions from management and staff are necessary to boost coordination, which is expected to enhance work effectiveness and efficiency as well as improve service to the public.

Leadership

Leadership plays a key role in assessing the health of public organizations, including the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency.

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Effective leadership impacts individual performance, organizational culture, employee motivation, and provides clear direction related to vision and mission. Understanding leadership styles helps evaluate their impact on employee motivation, team dynamics, and strategic decisions. Leaders who provide clear direction, motivate their teams, and support innovation will enhance the overall health of the organization. Inclusive leadership also contributes to employee satisfaction and engagement. Research on leadership is crucial to ensure that DPMPTSP Buleleng Regency has effective leaders who support organizational health.

Research results indicate that the quality of leadership at DPMPTSP Buleleng Regency needs improvement. Effective leadership should provide clear direction, encourage inter-unit collaboration, and motivate employees. Criticisms include the need for more proactive leaders, clear vision, support for skill development, and creation of an environment that supports innovation. Improvement efforts are necessary to create a productive work environment and better public service. Strong leadership can help address challenges such as coordination, motivation, and initiative, thereby increasing organizational effectiveness and efficiency.

Organizational culture plays a crucial role in the analysis of public organizational health, such as at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency. This culture includes values, norms, and attitudes that affect employee behavior and daily operations. Understanding organizational culture helps assess identity, character, and its impact on performance and innovation. A culture that is open and focused on public service creates a positive work atmosphere and enhances employee satisfaction. Conversely, an unhealthy culture, such as resistance to change, can be a barrier. Analyzing organizational culture is also important to assess the alignment of values with strategic goals and to strengthen a culture that supports goal achievement.

Research shows that the culture at DPMPTSP Buleleng Regency reflects values such as transparency, integrity, quality service, collaboration, diversity, professionalism, responsibility, innovation, adaptability, and a spirit of learning and growth. Informants note that the agency's culture emphasizes cooperation and dedication to public service, values individual contributions, and creates an inclusive environment. However, aspects of organizational culture still require improvement. A culture that supports collaboration and innovation can enhance motivation, performance, and work efficiency. Concrete efforts from management and staff are needed to improve organizational culture and create a healthy and productive work environment.

Identification of Factors Hindering the Achievement of Public Organizational Health at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency

Productivity

From various perspectives within the agency, it can be concluded that the factors hindering the achievement of performance targets involve aspects such as technology, stakeholder understanding, bureaucracy, licensing regulations, staff capacity, and information accessibility. Continuous evaluation and improvement in these areas are crucial to addressing barriers and ensuring better target achievement in the future. This finding is also supported by Siagian (2012), who stated that low productivity can prevent public organizations from reaching their goals and hinder organizational health. According to Mangkunegara (2014), low productivity can lead to resource wastage and inefficiency in public organizational

performance. This can result in decreased public trust in the organization and hinder community participation.

Adaptation

The research indicates that to enhance the adaptability of the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Kabupaten Buleleng to technological changes and new regulations, several steps need to be taken. These steps include addressing budget constraints, improving staff skills, reducing resistance to change, and expediting decision-making and inter-unit coordination. By addressing these factors, it is hoped that DPMPTSP can become more responsive and adaptive to changes in the work environment.

These findings align with the theory of Gibson, Ivancevich, & Donnelly (2013), which emphasizes that the ability to adapt to technological changes, regulations, and community needs is key to the competitiveness of public organizations. Adaptive organizations can seize new opportunities and mitigate risks associated with environmental changes. Daft (2018) also mentions that adaptability is a crucial factor in maintaining organizational health, with organizations that respond quickly to changes being able to survive and thrive in dynamic situations.

Employee Motivation

Based on the research findings, factors contributing to the low levels of employee satisfaction and motivation at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Buleleng include high workload, lack of incentives, limited career development opportunities, ineffective communication, lack of transparency, and inadequate working facilities. To address these issues, it is crucial to design strategies that involve employee recognition, career development, open communication, and meeting the basic needs of staff.

These findings are consistent with the theory proposed by Luthans (2016), which states that work motivation is the drive that encourages employees to work enthusiastically and achieve organizational goals. Low work motivation can lead to poor performance and hinder organizational health. Additionally, Mitchell A. Koza & Thomas H. Daugherty (2013) also suggest that work motivation can enhance employees' enthusiasm and commitment to public organizations. Motivated employees are more likely to be loyal and less likely to leave the organization.

Coordination

Based on the research findings, factors that hinder communication and collaboration among employees at the Dinas include differing priorities, unclear role understanding, rapid regulatory changes, and varying interpretations of regulations. To address these issues, it is necessary to initiate efforts to enhance informal communication, align project priorities, and clarify task divisions to enable effective collaboration. Additionally, regular training and technology updates should also be considered to overcome technological barriers.

These findings align with Handoko's (2015) view that effective coordination helps public organizations achieve their goals more quickly and easily, and enhances efficiency and effectiveness in performing their tasks and functions. Mulyana (2017) also adds that good coordination is a key factor in creating a positive and productive work culture, which in turn fosters employee enthusiasm and motivation, and improves organizational performance.

Leadership

Based on the research findings, addressing various obstacles and challenges in leadership at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency requires strategic and adaptive measures. These include harmonizing vision and

perspectives, improving communication, bureaucratic reform, and providing adequate support for human resources.

These findings align with Mangkunegara's (2014) theory, which states that good leadership allows public organizations to manage their resources more optimally and produce quality outputs, thereby increasing public trust and community participation. Additionally, according to Handoko (2015), effective leadership helps public organizations achieve their goals more quickly and easily, as well as improve efficiency and effectiveness in carrying out their duties and functions.

Organizational Culture

Research findings indicate that factors such as imbalanced communication, resistance to change, excessive competition, inflexible attitudes, unclear roles, inability to handle conflicts, and lack of support and recognition can impede achieving organizational health at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Buleleng. Efforts need to be made to address these obstacles so that the organizational culture supports goal achievement and collective well-being.

According to Schein (2010), organizational culture is a pattern of basic assumptions learned by a group to solve external adaptation and internal integration problems. An unhealthy organizational culture can hinder goal achievement and organizational health. Robbins (2013) also mentions that organizational culture is a system of shared meanings held by members of the organization. An unhealthy culture can decrease employee motivation, loyalty, and productivity, ultimately affecting performance and organizational health..

Efforts That Can Be Made to Improve Organizational Health at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Buleleng

Productivity

Based on the research findings, improving productivity at the agency requires collaborative efforts through strengthening cooperation between units, enhancing promotion and education related to investment, policy evaluation, streamlining regulations, increasing staff capacity, utilizing information technology, and improving information accessibility for the public. With synergy and collective commitment, we can achieve better productivity in the future.

One theory that supports these findings is the one proposed by Dwiyanto (2008), which identifies five factors of public organizational performance: productivity, service quality, responsiveness, responsibility, and accountability. This theory explains that public organizations must be able to produce quality outputs using resources efficiently, provide satisfactory services to the community, respond to community needs and aspirations, be accountable for their tasks and functions, and be accountable for organizational performance. This theory aligns with the aim to enhance productivity at the agency through various efforts consistent with these public organizational performance factors.

Adaptation

Based on the research findings, the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency can enhance its adaptability by focusing on comprehensive training, external collaboration, strengthening partnerships with the government, investing in technology, and providing resources for staff. This approach will support innovation, facilitate change, and maintain the organization's relevance amid rapidly changing dynamics.

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This aligns with the theory of Syafri and Alwi (2014), which states that organizations must be able to adapt to environmental and technological changes. The ability to effectively use technology can streamline design and workflow processes and help organizations adapt to technological advancements.

Employee Motivation

Based on the research findings, to enhance employee motivation at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency, improvements are needed in management communication, transparency, provision of incentives, opportunities for career development and training, streamlining licensing procedures, increasing inter-unit cooperation, and ensuring adequate facilities and infrastructure. These efforts are expected to create a positive work environment and support employee well-being.

Employee motivation is the energy that drives employees to work diligently and achieve organizational goals. Low motivation can hinder the organization's ability to reach its objectives and affect its overall health. This finding aligns with Dessler's (2015) view that high employee motivation can improve the quality of public service provided to the community. Motivated employees are more likely to be friendly, responsive, and deliver the best service to the public.

Coordination

Based on the research findings, efforts to improve coordination at the agency can involve reviewing communication and reporting protocols, establishing more forums and discussion sessions between units, leveraging technology for process integration, and conducting regular training. Providing each level of the organization with opportunities to contribute to strategic decision-making can also help enhance overall coordination and collaboration.

Coordination is the process of aligning and managing various activities and resources within an organization to achieve common goals. This finding is consistent with the theory presented by Mangkunegara (2014), which states that good coordination helps public organizations manage their resources optimally and produce high-quality outputs. This, in turn, enhances public trust in the organization and encourages community participation.

Leadership

Based on the research findings, improving leadership quality at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency requires a holistic approach that includes training, empowerment, open communication, and the implementation of servant leadership principles. By adopting these measures, it is expected that leadership will be developed to guide, motivate, and empower all members of the organization.

According to the theory presented by Syafri and Alwi (2014), leadership is the ability of a civil servant to persuade others to carry out their core duties. Leadership is evaluated only for civil servants holding junior-level positions or higher in group II/a who are in official roles.

Organizational Culture

Based on the research findings, to improve the organizational culture at the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency, strategies such as open communication, collaborative activities, training, decision-making transparency, mentoring, performance recognition, creating an inclusive environment, and ensuring equal access can be applied. Integrating these strategies can strengthen organizational culture, support the achievement of goals, and enhance collective well-being.

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According to Syafri and Alwi (2014), socio-cultural conditions include values, attitudes, and perspectives influenced by factors such as education, culture, religion, and ethnicity. In public organizations, employees often perceive their work as a burden, unlike in private organizations where work is seen as a challenge.

E. CONCLUSION

The public organizational health of the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Buleleng Regency involves several important aspects that need to be evaluated. First, in terms of productivity, DPMPTSP faces challenges such as delays in the licensing process and a lack of integration in one-stop services, which can hinder employee efficiency and productivity. Second, adaptation to environmental changes is a major issue, with a need to quickly and effectively adjust to regulatory changes and societal demands. Third, employee motivation is also a serious concern, with factors such as inadequate training, low job satisfaction, and a lack of awareness of their contributions to organizational progress. Fourth, coordination between units encounters obstacles due to unclear tasks and responsibilities, ineffective communication, and a lack of cooperation, which affects the achievement of collective goals. Fifth, ineffective leadership quality impedes the achievement of goals and overall organizational health. Finally, an unsupportive organizational culture, such as resistance to cooperation and innovation, also hampers organizational health.

To improve organizational health, several steps can be taken. First, for productivity, DPMPTSP should evaluate and improve service processes, such as simplifying procedures, enhancing unit coordination, and utilizing information technology. Second, in terms of adaptation, increasing flexibility and responsiveness to changes can be achieved through employee training, strengthening internal communication, and building collaborative networks. Third, to motivate employees, focusing on improving welfare, providing incentives, career development opportunities, and improving communication between supervisors and subordinates is crucial. Fourth, improving coordination requires better communication, clarifying tasks, and regular meetings to share information. Fifth, ongoing evaluation and development of leadership, including training and mentoring, are needed to create an inspiring and motivating work environment. Finally, improving organizational culture by promoting inclusivity, collaboration, and innovation, and valuing individual contributions, can significantly enhance organizational health.

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